

18 July 1979

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Harry E. Fitzwater  
Director of Personnel

SUBJECT : Progress Report on NAPA Recommendations and  
Civil Service Reform Act

1. The following is the progress that has been made on the NAPA recommendations and the Civil Service Reform Act (CSRA):

A. NAPA Project

(1) Project Staffing

(a) Directorate representatives are now in place in the Office of Personnel (OP). Members have studied the report and extensive background material and are now involved in individual and group study of specific recommendations. Some interruption is being experienced by previously planned leave schedules.

(b) OP has been interviewing personnel to add to the permanent Policy Staff.

(2) Recommendations Under Study

(a) Recommendation: Develop a set of guidelines to determine the extent which existing Classification Act standards are appropriate for the Agency. Also, establish authorities required by OP to properly enforce controls necessary to personnel policy implementation and administration.

Action: Meetings have been held with OP/Position Management and Compensation Division. Proposed policies relative to guidelines and authorities have been formulated. These proposed policies and procedures for implementation will be discussed with the DD/A on 20 July 1979. Following this briefing, we plan to brief you and seek your concurrence and authority to issue the directives necessary to implement the policies and their procedures.

(b) Recommendation: Lay to rest the continuing specifics of racial bias in the PAT-B.

Action: Meetings have been held by the DD/A with the Office of Medical Services and the Office of Personnel relative to the PAT-B. Statistics have been compiled by the Psychological Services Staff (PSS) that should provide STATINTL indication of past results relative to minority hiring. The STATINTL has completed a review of PSS and its total testing system including the PAT-B. STATINTL orally commented favorably on the quality of testing and in terms of their needs and believe that the testing is in compliance with EEO guidelines. A formal written report will follow. The Inspector General is also studying this problem. In addition, the PAT-B will be a part of the uniform guidelines study to be conducted by a special task force.

(c) Recommendation: Eliminate the discontinuity and the number of steps in the recruiting process.

Action: OP has conducted an efficiency analysis of the total processing system. A meeting is being held on 19 July 1979 concerning reorganization of the total processing system, including a possible change in physical layout that would improve the flow of files and the processing system. In addition, the Inspector General is conducting a survey with the assistance of OP in interviewing over 2,000 new employees through a questionnaire system attempting to determine flaws in the processing system. OP will be working with the Office of Security and the Office of Medical Services in an attempt to apply some of the processing methods that have been used successfully with the Career Training Program.

(d) Recommendation: Establish system to resurface applicants that have desirable qualifications for future reference.

Action: On 10 July 1979, OP installed a new mini-computer in the Ames Building for handling the processing of new applicants. This system, although currently installed with software, is being delayed by the lack of terminals. It should become fully operational in August. With the new system, we will be able to retrieve files on applicants who were not originally hired because of lack of the unavailability of an appropriate job. This system will also improve our capability to track files and permit us to put pressure on components to keep the files moving and make

their selections for individuals to put in process.

(e) Recommendation: Redesign the Annual Personnel Plan (APP).

Action: The suggestions that have been made by you are being incorporated into the APP in order to make the components' job simpler. OP is working with the Office of Data Processing in order to computerize the inputs into the APP thereby reducing the interface that is currently required with the component.

(f) Recommendation: Clarify the application of new employee orientation courses to ensure appropriateness and minimum overlap.

Action: OP has worked with the Offices of Security and Training and improved the orientation courses to comply with the recommendation.

(g) Recommendation: Define the specific responsibilities of OP, OTR and OMS in personnel career management and develop systematic coordination process.

Action: OP has one individual that is currently reviewing all regulations as they pertain to OP. The Director of Personnel's authorities will then be compiled in one particular document. On completion of this action further action will be taken in regard to OTR and OMS. Some action has been taken to improve coordination among these three offices.

(h) Recommendation: Provide guidance that would clearly differentiate between potential and employee evaluation.

Action: OP has completed the Handbook for the performance evaluation system to be implemented on 1 October 1979. Guidance in the Handbook and in the performance evaluation form provides information necessary to meet the requirements of this recommendation.

(i) Recommendation: Develop uniform and realistic qualifications standards for personnel hiring, promotion and career placement.

Action: The Project Group is reviewing all Directorate Handbooks to ensure uniformity in meeting the above recommendation. In addition, OP is working with the DDO in negotiating uniform promotion dates that will be submitted to you for approval.

(j) Recommendation: Clarify flow-through policy.

Action: OP understands that the DDO has completed a paper on flow-through which was submitted to the Secretariat of the Executive Committee. The Project Group and OP believe that flow-through is a part of the total framework of the personnel management system. Consequently, one member of the Project Group is studying flow-through as it relates and impacts on other parts of the management system.

(k) Recommendation: Reconsider the viability of the "E" Career Service.

Action: The Comptroller has provided the D/OP with his comments regarding the recommendation. In addition, one member of the Project Group has been studying this problem and is now preparing recommendations with options concerning this NAPA proposal. This paper is currently under preparation.

(l) Recommendation: Review hiring procedures for discrimination.

Action: This is a part of the uniform guidelines study in which the DDA has the responsibility for providing a paper to you. Several meetings have been held between the DD/A, D/OP and D/EEO and a proposal to you will be forthcoming from the DD/A.

(m) Recommendation: Model flow-through impact.

Action: OP has established a Human Resources Analysis Staff. A model of the DDO has been developed with additional models to be developed for the other Directorates. Flow-through is not isolated to the DDO but must be studied for each Directorate and its relationships to hirings, promotions, separations, etc. Currently this Staff is developing promotion goals for the Agency for 1980.

(n) Recommendation: D/EEO representative on the Applicant Review Panel and Personnel Evaluation Board.

Action: Meetings have been held with the DD/A to discuss this recommendation. It is my understanding that DD/A met with you on 18 July 1979 and a decision to accept this recommendation has been made.

(o) Recommendation: Consider eliminating labeling individuals as professional, clerical, or technical.

Action: The D/EEO has commented on this recommendation in a paper to you. In addition, the Project Group has addressed this recommendation in a paper being submitted to D/OP for consideration.

(p) Recommendation: Ensure Vacancy Notice System coordinated and well defined.

Action: This is being studied by the Group as part of the uniformity of Directorates' personnel management.

(q) Recommendation: Establish a new Executive Selection and Development Program.

Action: This is being developed by the Senior Executive Service (SES) Task Force and will be a part of the SES proposal.

(r) Recommendation: The DCI should reinforce his verbal orders with a written directive designating the DDCI as the prime Agency decision-maker on personnel issues.

Action: The Delegation of Authority Memorandum of 17 March 1978 accomplishes the intent of the recommendation. In addition, OP has prepared and forwarded to you a document listing those authorities contained in Headquarters' regulations.

## B. Civil Service Reform Act

### (1) Senior Executive Service

(a) Two OP personnel and one member of the Comptroller's Staff are working this project.

(b) Leader of the Group, [REDACTED] retired <sup>STANINTL</sup> 13 July 1979 but has agreed to return on contract status to complete the project after taking leave.

(c) Framework of the system is well along including a management plan. Subsystems, such as persons to be involved, performance evaluations, executive development (also a part of NAPA recommendations) and pay scales and funding, are under study. A preliminary paper should be available for OP evaluations in approximately two weeks.

(d) Development of the system is somewhat frustrated by the unfavorable action of Congress on the expected SES pay raises.

2. The NAPA Project Group has now acquired sufficient knowledge of the report and the Agency personnel system to make visible progress. It has been found that considerable review and conceptualizing are necessary before options can be developed. As NAPA cautioned, many of their recommendations are interrelated and could negatively impact on each other. This causes some problem in developing plans and established milestones for completion. The Project Group as a whole are capable and dedicated to the Project. I am optimistic that we can provide well developed proposals for your consideration in a timely manner.

*Harry E. Fitzwater*

Harry E. Fitzwater

cc: DD/A

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D/Pers/HEFitzwater:rj (18 July 79)